

2006 Navy League Sea-Air-Space Exposition

Event: Sea-Air-Space Luncheon
Date: Wednesday, April 5, 2006
Luncheon Speaker: Admiral John B. Nathman, USN, Commander, U.S. Fleet Forces
Command, Commander, U.S. Atlantic Fleet

TRANSCRIPT

Joseph Donnell (Navy League Vice President for Corporate Affairs): Most of you in the audience are associated with companies – the two hundred and ten companies that are our partners in the Navy League – our corporate partners who provide us with the wherewithal to do our job effectively. My job, among other things, is to be sure that the return on investment that you make into the Navy League is a pleasant and profitable one, which will cause you to return and renew your membership in the out years, because you are a very essential part of our total effort. We have a number of different methodologies to provide you with support. One of them is the special topics breakfast, which we run here in Washington, D.C., which we had one about a month ago. We are going to have two or three more. We invite corporate dignitaries to come to this breakfast where we have a DOD speaker who will be addressing a subject of interest. It's been very popular. We are going to expand it to other cities around the United States, and we have found that everybody is very pleased with it. It gets everybody to a function and back at work actually before the workday starts. So, it works very well. This fall, we are going to have a CEOs dinner, a black tie dinner, for the Corporate Gold members and perhaps a few others wherein, again, we'll have a dignitary from the government to speak on an issue of importance and interest. It provides a very excellent non-attribution type of an environment for these corporate CEOs to meet with a dignitary from the government and interface more closely with their number one customer of course which is the government. In sum, the corporate participation in the Navy League is the way that we are able to do our job, which is support of the sea service men and women, and we thank you very, very much for that support. We hope that it continues. If there's anything that we are not doing that you would ask that we do, please contact me. I'd be more than happy to try to implement it, and I thank you very much for your participation in the Navy League.

Sharon Gurke (SAS Chairperson): Thank you Admiral Donnell. Welcome. We are honored to have with us today the United States Navy Band under the direction of Master Chief Musician Jeff Myers and the Sea Service Color Guard, representing the Navy, Marine Corp, and Coast Guard from the Naval District Washington. Please rise and remain standing for the parading of the colors, the national anthem, the retiring of the colors, the sea service medley, and then, of course, the invocation. Parade the colors. Retire the colors. They are awesome, and we are really so happy to have them every year. Ladies and gentlemen, Rear Admiral Robert Burt, Chaplain of the Marine Corp's Deputy Chief of Chaplains, Deputy Director of Religious Ministries for the Navy Chief of Chaplain's Office – quite a title huh – will now give the invocation.

Chaplain Burt: My prayer will be shorter than that. No. Not really. Don't get your hopes up. Let us pray. Almighty and eternal God, source of all life and blessing, we are humbly grateful

this day for those in our great history who through sheer determination and sacrifice willed in the birth and infancy of this nation that freedom, liberty, and dignity of every citizen would be paramount to our endurance. Thank you for those who through the years have honored these founding principles and have either worn the cloth of the nation or enthusiastically supported our military with equipment and technology that perpetuates our greatness and ability to remain free. Bless our nation this day with strength and unity and protection as we share the dream of liberty and democracy around the world. Protect our Soldiers, Sailors, Airman, Marines, Coast Guardsmen, and civilians who strive to bring other members of our global family freedom from terror, oppression, and extremism. Thank you Lord for the blessing of food and nourishment at these tables of abundance and for the physical, spiritual, and emotional health that we enjoy every day. Amen.

Thank you. Please be seated and enjoy lunch.

Ms. Gurke: Wasn't that good? I'd like to take this opportunity to introduce someone who is the heart and soul of the Navy League. He has been an inspiration to all of us by his dedication and leadership. He has exhausted all avenues in his tireless efforts in educating the Congress and our citizens on our sea service needs insuring that they are known and supported. It is my great pleasure to introduce the President of the Navy League, Mr. John Panneton.

John Panneton (Navy League President): Thank you Sharon and good afternoon to everybody. I think maybe I've seen you yesterday, but that's all right. A different meal today. Are you having a good time, and how about the expo? Are you pretty well satisfied with the defense contractors and the displays and so forth? Well, that makes us feel good, because we've put a lot of time into this effort, as you can realize. We start some time about seven or eight months out, and some of the staff starts out a whole year, and we're booked throughout the next three or four years for this event. So, as long as you're happy, we're happy, and we try and do that, and also, if you're happy, we're happy, and we make our active duty military happy in the system, and they can have an opportunity to see the new systems out there. I think that's a great thing for us and a great thing for them and the country. As I mentioned yesterday, one of the things that I started this year is that we need to recognize our young, E5 and below, sea service men and women, and so, they are invited to our functions as they were yesterday, and we have some here today again with us. Would the Coast Guard please stand and be recognized? Where do we have our Navy representatives? The Navy didn't – oh. There they are. Now, of course, being a retired Marine, we have Marines here. That's what this is all about. So, let me go ahead and continue on. Once again, my thanks to all of you for attending the Sea-Air-Space Exposition and for your support of our Navy League and its programs, and I'd like to welcome just a few of our special guests as well: from the Coast Guard, Rear Admiral Tim Sullivan, Senior Military Advisor to the Secretary of Homeland Security; the Assistant Commandant of the Marine Corp and a great friend of the Navy League, Mr. General Robert Magnus; Admiral Kirk Donald, Director of Naval Reactors. He must love submarines, right? Is that what it is? And up from Norfolk, the home of the most powerful naval force in history, the Commander of Fleet Forces Command, Admiral John Nathman ; and we have several other flag officers in the audience and senior civilian dignitaries. I'm not going to go through that, but thank you very much for being here with us today. Well, as the saying goes, I've got some good news and some bad news, and you're going to get the bad news first. No doubt, you are patiently awaiting my introduction of

General Pace, a great Marine and the Chairman of the Joint Chiefs of Staff. Indeed, my staff has even written a terrific introduction for me to use. I only wish I was going to have the opportunity, but as everyone in this room, even when the nation is not at war, keeping the demands of Washington from disrupting your schedule is a real challenge for our military leaders. So, the bad news is General Pace sends his regrets. He has unavoidably detained at the Pentagon and cannot join us today for lunch. The good news is that we are blessed to have here among our luncheon attendees a number of senior military leaders whose knowledge and experience leading the men and women of our sea services is second to none. I'm very pleased to report that one such naval leader, Admiral John Black-Nathman, Commander of Fleet Forces Command in the Atlantic Fleet, has agreed to step up to the plate and pinch hit for the Chairman of the Joint Chiefs of Staff. Ladies and gentlemen, a warm welcome please for a seasoned combat aviator, as a warrior, he has commanded at every level in the world's greatest Navy, and a naval leader of the First Order, the Commander of Fleet Forces Command, Admiral John Nathman.

Admiral John Nathman: I think pinch hit is probably a good term. So, I guess the bad news is I'm not Alfonso Soriano, but the good news is, if I was, I'd play any field that Frank Robinson told me to play, and I know Pete Pace was supposed to be here, and I'm not Pete Pace. So, don't ever let it be said that Navy left the Marine Corp at Sea-Air-Space. All right. So, the bad news is I'm not Pete Pace. The good news is I wasn't introduced by Sheila McNeill. All right. That was actually – I thought most of you guys would get that after last year. You know, this morning, I had a chance to tour the industry exhibits, and I want to thank Navy League and industry, but the officers of the Navy League, John, Sharon, and Al, for really putting on such a first class show. So, a big hand for our Navy League officers for what they do. I really would like to thank also the industry partners who put it together, helped shape it, helped resource it. They really make a difference, and one of the impressions I had this morning, because I met a lot of young men and women down there, is obviously you are building the right stuff. That was a great book, but you are building the right stuff, but the impression I got down there is how magnificent the intellectual, the technical, and the management capital is in American industry. It is absolutely outstanding and impressive as hell. So, good on you, and it's really important now for the Navy and the Marine Corp and the Coast Guard and the Army to take those capabilities and make a difference with them, and I really want to thank industry for the opportunity to take the right stuff that you make for us and allow us to put it to the best effect to bring about the right security and environment for our country, and I want to talk a little bit about that this morning. I want to talk about how the Navy delivers its capabilities that affect that difference. Now, we do it by being there and by being ready. By being ready, we're trained. By being there, it's about being forward, about being persistent, and that's being there when it counts and about being strong, whether it's a carrier strike group or a submarine or better yet, when it's a cruiser looking at a bunch of pirates, because I think having a symmetric strike is really important for the American military, and if you're a pirate in Somalia, you believe that message now, don't you? Okay? So, this afternoon I'd like to discuss what I believe are the strategic imperatives that shape the way the Navy has to deliver those capabilities. It will shape the Navy's future environment. These imperatives, to me, are this nation's access challenges; the requirements for maritime security, missions that are outlined in the document that's really a capstone document for the United States Navy called the National Strategy for Maritime Security, and what I believe will be the increasing and critical role of the United States Navy and

its partner, the Marine Corp, in shaping, influencing, and deterring in the faces of major combatant operations. These are three significant imperatives for us. So, I'd like to look at these right now in some detail. At the access challenge, I think you – I look at it in three different ways. There is a geographic or political access phase to this. Look at the access we had to the Saudi Arabian peninsula ten years ago as compared to today. It wasn't that long ago that we had a NATO ally say no to our request for access in OIF, and we've had countries that have asked us to leave after they've granted access. This is political dimension of access. There is a physical access challenge. It is clear and the Secretary of Defense has made this point clear that our major ground maneuver forces, the Army, the Marine Corp, and Special Operations Command, are embedded in Iraq for the far term, and this is not about the great job that those maneuver forces are doing for our country in Iraq, but it's about their ability to get other places, because I believe when they are embedded and because of that mission they'll be for a while, what is their ability to get to other places to deliver other messages, and so, it means to me that the U.S. Navy and the Air Force must be counted upon to compensate for these gaps. Finally, the global oceans place few restrictions on the United States Navy for its maneuver space and its access. So, the conclusion to me here is clear. The access challenges will be a big part and must play a big role in our calculus about how we bring about our intended consequences as a military force, that the future operations, because of these access challenges, will become more inherently maritime, and whether it's in the long war, our maritime security needs, or shaping major combatant operations. I'd like to spend a few minutes and discuss what I believe are important parts of maritime security operations. Every naval officer in this room needs to read the National Strategy on Maritime Security. It's a compelling document. It covers the spectrum of missions, of operations from preserving a safe and secure global maritime commons to protecting the world's most important transportation system, our oceans and seas, the elimination of unlawful or criminal acts including anti-piracy, the elimination of the proliferation of weapons of mass destruction, the protection of U.S. ports, and geographic population centers. It's about the U.S. building partner nations over common maritime security needs. It's about the U.S. building strong regional relationships that come about by the U.S. Navy's presence and maintain a force that influences other nations to be our partners. The National Strategy for Maritime Security means that the U.S. Navy – those missions are consistent with the same missions we see in the description of what we call the long war, our global war on terror, that these missions will become synchronous, and what it means to the Navy is that we also have to build some new capabilities; maritime civil affairs, better theories here in engagement tools, providing for that security. That's why we've seen the Navy stand up, the Navy Expeditionary Combat Command, because it's about providing capabilities and tools in areas that we have limited access to, but really it is about a Navy that must be persistently forward. It must be strong. It must be distributed. I think there's actually a better word. I would use the word disaggregate, and I will come back to that, and it's about a Navy that is netted for effective understanding of its domain and the awareness in that domain, and that becomes a Navy's operational model in these maritime security missions. The next strategic trend out there, it's a premise in a way, is the ever-increasing role of the Navy in the shaping and the influencing and deterrence missions and tasks and major combatant operations. Would you agree in this room that Iran is a rogue nation? And if you agree with that, that it's going to take a strong deterrence message to shape that country and the way they act to encourage them to be a better nation in the future? Those are strong words deterrents. So, you know what it takes? It takes a strong force to deliver that message. It takes carrier striking forces acting coherently because of their access and their

strengthen message and their persistence in delivering that message to change the way that country will behave, because we have the access to do it. In China, I would use a slightly different word. I would use the word influence, persuasion, shaping, but isn't better for the world and for this nation and for China to see China become more lawful and patent laws, to behave better in the way they act in terms of how they influence other events in the world, to become a true global nation that's accepted in part of that world? What's the access of our forces to influence the Chinese to behave, and I believe that access will be delivered – that message will be delivered by our U.S. military forces to some degree, and I believe that force to deliver that message will be the U.S. Navy with strong, persistent forces that will provide the influence message to the Chinese. Now, that message means that we need a strong aggregated force, and that's exactly what the Pacific Command is asking for, to deliver that influence message. So, here we have a Navy that must be disaggregated for maritime security and aggregated for the strong shaping or influence missions against China and Iran. So, how do we resolve that dichotomy? The dichotomy is resolved in two ways. First, we train our forces, our ships, our expeditionary forces, our aviation forces to maritime security missions, and we train them to be prepared for major combatant operations. We deploy those forces in a manner that allows us to aggregate, because they are trained to the highest possible level for these major combatant shaping missions or disaggregate for the maritime security missions like we're doing in the Gulf, like we're doing in the Gulf of Aiden, like we're doing in the Red Sea, like we're doing off of Indonesia, and certain parts of the Mediterranean. So, we can disaggregate this force, or we can aggregate for the very, very strong mission. So, let me conclude with this point. The strategic imperatives of access, the demands for maritime security, and the fact that the Navy will play an increasing role in major combatant operations drives the Navy's future operational environment, and it means that we need a ready, a strong, persistent forward Navy, a Navy that can count on a submarine force that understands theater ASW operations, carrier forces that understand how to act at the force level and not at the group level, and we need forces that are netted and that allow us to act in a disaggregated or aggregated way and understand the domain that we're operating in, and this type of force allows us to win the long war, to deter Iran, and to provide a secure global maritime commence, and we're only going to do this with great partnership with the industry in this room. Thank you very much.

Mr. Panneton: That was right on target, and I really appreciate you being here today Admiral, and I want to present you with the Navy League history book just off the press. It's brand new. So, if you have a couple of hours this afternoon, you can read it.

Admiral Nathman: Okay.

Mr. Panneton: He's a quick study. I guarantee it. Yesterday, I forgot, but today, I didn't forget. It's open for questions. Admiral.

Question from Audience: First Admiral, and I was jesting with him earlier about Canal, I want to compliment you, on behalf of the Marines in the Navy, for the over thirty thousand Navy medical personnel, and just an example of the Sailors that are in naval construction regimens, over three thousand of those Sailors are forward today in , forward to the wire, sharing danger and searing mission accomplishment with the Marines. So, please join me in a round of applause for our Sailors.

Admiral Nathman: Thanks Bob.

Question from audience: My question to the Fleet Forces Commander is could you talk to the audience about the Naval Expeditionary Combat Command and how that, along with Littoral combat ships, shapes the Navy's role in the future?

Admiral Nathman: Bob, I'd be happy to talk about the Command. I was trying to stay away from endorsing platforms, but since it's a program of record, yes; we need the Littoral combat ship. I'll start with that, but the Navy Expeditionary Combat Command is there because if you – to Bob's point, we have a tremendous number of Sailors as part of the ground maneuver scheme. Now, they are embedded in the Marine Corp as part of that ground maneuver scheme, and we understood that demand signal, but we are being asked to provide a number of compensation forces, they are called in lieu of missions or in lieu of forces, for nation building, for fixing fire stations, for building schools, for helping out with injuries on the ground, for providing for customs for the Army and the Marine Corp and other forces that are inside. So, there is a tremendous demand signal on the Navy right now that the CNO is trying to fill in terms of these lieu of missions. So, we have a number of Sailors on the ground, and one of the reasons for the command was to provide a command structure for these men and women, because it was quite ad hoc, and what we lost was what you have in a command which is ownership of the individuals problems, their concerns, how they are outfitted, and watching out for them. So, we need a command structure. There was also an opportunity to take advantage of what we already had inherently in the CVs and certainly in EOD that they understood how to be expeditionary. So, we took the characteristics of what the CVs do in terms of expeditionary deployment, their knowledge and understanding. They are integrated into this expeditionary command. It also became a basis, Bob, to expand into this riverine capability now which I believe CNO sees as the ability to close gaps inside of these maritime security missions, the long war as it were, to close gaps about theater-skirting engagements, better cooperation with partner nations, and also to provide for naval coastal security, and I mean naval, because I believe the Marine Corp will be re-embarked in many ways inside of this expeditionary command to provide for the naval infiltry capability. So, that's what Navy Expeditionary Combat Command is about. It is in the middle of a transformation, because it was recently stood up with Admiral Bullard as the Commander. It is off and running to build a riverine force to relieve the Marines in Iraq and these other capabilities as it were being properly integrated. It's quite a challenge. CNO is looking at programming opportunities to reestablish the capabilities that we see we may need for the long war or for these major combatant operations. Thank you for the question Bob.

Jack Stevens (Navy League VP Int'l Relations): Thank you Admiral. Just to pick up on the comments about the work in nation buildings and community work around the world, one of the big things we're doing in the Navy League – I'm the Vice President for International Relations. I live in the Caribbean, and we do a lot of work with Navy and of late the Coast Guard more so, because they have more boats coming into our ports there in this area, and so, the thing that I would just like to say is that the Navy League, I believe, in our International Councils especially, have resources, connections with local authorities, governments, whatever, and we just would like to avail ourselves or make ourselves available to you and ask you what more we can do

help coordinate these efforts and work with you on these efforts, because we believe they are truly important today.

Admiral Nathman: Well, my gut reaction on this one is I think the nation has to come to grips with which department is going to be responsible for civil affairs. Is it going to be the Department of State, or is it going to be the Department of Defense? So, I have a view here that it ought to be more likely the Department of State, but the military needs a certain capability there, because, as you know, you have a relationship with your partner nations, and often, those navies need help, or they can lead you different ways, and in the case of Navy League, what you often do is introduce us to members of the community which helps us connect better, and so, often, we're hosted, as you know, and I would say continue the hosting there and give us that kind of access, which is the personal touch we need. I think one of the debates this country needs to have is how much of this nation building needs to be, as it were, apportioned to different interagencies, and that debate, I think, needs to occur before we build more and more civil affairs capability inside of a combatant force, which I think is a little bit – I think it has not hit the mark yet. Is that a good way to say it? So, when I get this report in the paper and am kind of semi okay with it – all right, because I don't think that we're on the mark with this one right now, and that debate has to occur, and just to tell the services to buy more of this stuff is a compensation signal for the lack of interagency thoroughness on this one, and I think it's something we need to correct. Yes sir.

Question from Audience: Thanks Admiral. Your case is clear and compelling for a Navy that can operate responsively away from our shores. As the Naval Component Commander to North COM, do you have sufficient resources to carryout your mission for homeland defense in support of Admiral Keating's overall mission?

Admiral Nathman: Well, we never have enough, do we? One of the interesting things that I find – you know, Fleet Forces Command is the component for a joint forces command, but I'm also the Supporting Commander for North COM and STRATCOM, and one of the synergies that I see in my Navy hat, which is the equipment and train hat, where second and third fleet provide trained forces for our expeditionary requirements, whether they are a carrier strike group, an strike group, independent deployers, or as it were, homeland defense forces, it's by seeing those forces being trained. We can do a very good job about deciding what forces need to be reapportioned inside of a homeland defense, homeland security needs like the hurricane. The Navy was very agile. The USS Baatan followed in Katrina. Within a day, they were already in the reaches of New Orleans is an example. So, the Navy found itself very responsive. I could talk about Katrina for a while. I shouldn't, but it was really like a weapons of mass destruction event in the sense that you lost access, because all of your communication systems were taken away; road networks, sea networks, channels, fuel flow of petroleum, cell networks. They are all bound. The Navy came in, provided sea basing for the Army on , provided combat rescue for New Orleans, provided helicopter support, provided FAA, as it were, battle space picture for what the airlines were doing over the top, because that went blank due to the loss of radars. They provided a lot of on the ground assistance. So, to answer the question over here, there is a lot of military capability that could provide for immediate crisis response needs. The other part of it is is then – the one thing that I think we saw in Katrina, which is this point, is the Navy and the Northern Command in particular provided a great amount of planning capability. This is

something that ought to be exported, I think. This is the best advantage to take the Department of Homeland Security and expose them to our planning methodologies and to take agencies like FEMA and expose them to that so we can be more predictive about how we line forces up instead of being just first responders. It will make for a more efficient response, and so, I think the planning phase is something that I think is incredibly important to provide for homeland security, homeland defense relationships via North Com. The thing that we're missing here is many of you have heard this term called maritime domain awareness. Maritime domain awareness is, to be simplistic about it, what is your common operational picture needs? How do you generate it by taking multiple sensors and inputs and actually integrate them so that you can abstract common operational pictures to what you want and the same thing for intelligence? How do you take interagency intelligence capabilities like the FBI, the Harbor Police, the CIA, along with military intelligence and kind of knit them together in a way that the data comes together and the commander on the scene abstracts to his common needs. We have a long way to go in that, because we have to figure out those architectures so that they fit together and we're not buying a lot of stuff that we don't need to buy that's really hard to replace, because it's not interdependent or interoperable. The ones and zeroes don't connect, and then, how do we connect sensors in a way – in an architecture as well as those needs? So, that debate is on, and that I think is one of the real gaps that we have in homeland security and homeland defense with North COM is building better MDA so we make better decisions about the apportionment of the forces we have, because I think if we do that, we may have sufficient forces. So, it may not be about buying more. It may be about more knowledge and then better decisions about how you distribute those forces.

Question from Audience: Thanks Admiral. I wanted to pick up on two things; the comment you just made about sufficient forces and the international dimension. The CNO has articulated a very bold vision about a thousand ship Navy, which has been extremely well received, at least from what I've heard, from our allies and friends, but I wonder, where you said that the steel meets the water, how do you see that evolving and what kinds of things are happening or will happen with the vision of a thousand ship Navy?

Admiral Nathman: Well, the thousand ship Navy really is – that idea is encapsulated in this National Strategy for Maritime Security; in other words, if you influence a partner nation. What's interesting to me is what nation is going to give us access to their territorial waters? Not many. We shouldn't kid ourselves about that, but if you have their common operational picture because you share a common concern about the security of their maritime territorial waters and our literal waters and it's a shared concern, the opportunity for common operations or the sharing of that picture, and this is what's implied by what we do, by being there and by being persistent and by building these regional relationships. We build a thousand ship Navy because we leverage the knowledge of these other navies and what they know, and so, this could get down to, obviously, intel sharing. So, when you share intelligence, you share a common operational picture, you leverage the thousand ship Navy. So, it's off and running, and I think the Navy is one of the key tools to building this regional relationship, because I think our footprint is so small. We get invited in, and we go there, and if we're asked to leave, we can leave quickly with normally not a whole lot left behind. All right.

Question from Audience: Thanks Admiral. I wanted to address too the concept of the thousand ship Navy, also within the context of MDA, within the context of bringing DHS in, the place of the Coast Guard as you see it, a substantial portion of that thousand ship Navy.

Admiral Nathman: Yes.

Question from Audience cont'd: And with a hook into DHS that could be of great utility; could you address that for us, and then explain how you see that fitting in?

Admiral Nathman: Well, one of the things I do is I obviously have gaps in the way I answer questions. It's obvious. I think what many people would already understand is that we already have strong, very strong relationships at the policy level, at the fleet operating level with the Coast Guard, and part of our thousand ship Navy force is the U.S. Coast Guard, and I would our in the big term, not just the U.S. Navy. I'm talking about what we do, because we share, particularly in our joint harbor operation centers, we share in building maritime domain awareness together. We share in a common mission where the Department of Homeland Security and the Department of Defense touch, and they touch because you have the interdependence of the Navy and the Coast Guard, and so, excuse me, and I apologize for leaving that part of the equation out. It was just an oversight on my behalf, and obviously, what the Coast Guard does – and what the Coast Guard does for us is really interesting. You already knit together the interagencies. You've already knitted them together. So, here's a force that's already knitted together; coastal police, highway patrol, FBI, CIA, and a number of other agencies that can provide not only an operational view but an intelligence view about what's going on, and we get service by that because of your interdependencies that you've already created. How did I do? All right. Thank you very much.

John Panneton: That was great. I really want to thank the Admiral for being here today and pitching in, but he did a great job at pitching in, and I think he hit a homerun. Thank you very much Admiral. Don't forget to fill out your yellow card – Navy League application. I'll see you tonight, and I'll see you tomorrow at the luncheon. Thank you very much.